

Exhibit 300: Capital Asset Plan and Business Case Summary

Part I: Summary Information And Justification (All Capital Assets)

Section A: Overview

1. **Date of Submission:** 2011-02-28
2. **Agency:** 016
3. **Bureau:** 00
4. **Name of this Investment:** Citizen Access Routing Enterprise through 2020 (CARE through 2020)
5. **Unique Project (Investment) Identifier (UPI):** 016-00-01-02-01-2139-00
6. **What kind of investment will this be in FY 2012?:** Mixed Life Cycle
 - Planning
 - Full Acquisition
 - Operations and Maintenance
 - Mixed Life Cycle
 - Multi-Agency Collaboration
7. **What was the first budget year this investment was submitted to OMB?** FY2009
8.
 - a. **Provide a brief summary of the investment and justification, including a brief description of how this closes in part or in whole an identified agency performance gap, specific accomplishments expected by the budget year and the related benefit to the mission, and the primary beneficiary(ies) of the investment.**

Citizen Access Routing Enterprise through 2020 is a Social Security Administration (SSA) service contract that will provide the public with continued access to automation and agent services on its national toll free number. The CARE through 2020 service contract replaces two expiring contracts (Call Center Network Solution and the FTS2001 contract National 800 Number Network) with a single GSA Network Universal contract. Approximately 85 million calls are placed to SSA's National 800 number annually. As the Baby Boomer generation ages, the number of people entering into their disability-prone years and beginning to retire will rapidly increase, resulting in a significant increase in the workload on Social Security's toll free number. Although CARE through 2020 is a technology refresh of existing services, it will better position SSA to handle call volume increases while potentially improving performance goals such as Average Speed of Answer, Agent Busy Rate, and Annual Service Satisfaction. CARE through 2020 will be an IP-based network designed to support future initiatives such as Web Callback, "Click to Talk", Web Collaboration, and Web Chat. These unfunded future options will provide additional channels for communicating with SSA. CARE through 2020 will include an enhanced reporting system to provide management information for reviewing and improving performance on a regular basis. Information will be captured from the moment a call is answered by the network until the call is disconnected. Based on the latest CARE 2020 FY 2012 schedule, the project will continue deployment efforts to complete the TSC installations in November 2011 while development, testing and deployment of IVR automation, management information, quality monitoring and computer telephony integration platforms are completed. During this time, system engineering and operational services will monitor and maintain, enterprise call routing, service observation and support TSC relocations, moves, adds and changes. Without CARE through 2020, SSA's National 800 Number would cease to exist, leaving SSA's local field offices as the primary recipient of calls. This influx of calls would overwhelm the resources available in the field offices, degrading our performance and customer satisfaction. SSA's mission to ensure equal access requires that automation services and the option to speak with a call center agent continue to exist into the foreseeable future.
 - b. **Provide any links to relevant websites that would be useful to gain additional information on the**

investment including links to GAO and IG reports.

Title	Link
The Effectiveness of the Social Security Administration's 800-Number Automation Service	http://www.ssa.gov/oig/ADOBEPDF/A-02-07-17049.pdf

9.

- a. **Provide the date of the Agency's Executive/Investment Committee approval of this investment.**
2010-08-25
- b. **Provide the date of the most recent or planned approved project charter.** 2008-12-09

10. Contact information?

- a. **Program/Project Manager Name:** *
Phone Number: *
Email: *
- b. **Business Function Owner Name (i.e. Executive Agent or Investment Owner):** Kenneth Rivers
Phone Number: *
Email: *

11. What project management qualifications does the Project Manager have? (choose only one per FAC-P/PM or DAWIA): Project manager qualifications according to FAC-P/PM or DAWIA criteria is under review for this investment.

- Project manager has been validated according to FAC-P/PM or DAWIA criteria as qualified for this investment.
- Project manager qualifications according to FAC-P/PM or DAWIA criteria is under review for this investment.
- Project manager assigned to investment, but does not meet requirements according to FAC-P/PM or DAWIA criteria.
- Project manager assigned but qualification status review has not yet started.
- No project manager has yet been assigned to this investment.

Section B: Summary of Funding (Budget Authority for Capital Assets)

1.

Table I.B.1: Summary of Funding

(In millions of dollars)

(Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)

	PY-1 and earlier	PY 2010	CY 2011 (CY Continuing Resolution)	BY 2012	BY+1 2013	BY+2 2014	BY+3 2015	BY+4 and beyond	Total
Planning:	*	*	*	*	*	*	*	*	*
Acquisition:	*	*	*	*	*	*	*	*	*
Planning & Acquisition Government FTE Costs	*	*	*	*	*	*	*	*	*
Subtotal Planning & Acquisition(DME):	*	*	*	*	*	*	*	*	*
Operations & Maintenance:	*	*	*	*	*	*	*	*	*
Disposition Costs (optional):	*	*	*	*	*	*	*	*	*
Operations, Maintenance, Disposition Government FTE Costs	*	*	*	*	*	*	*	*	*
Subtotal O&M and Disposition Costs (SS):	*	*	*	*	*	*	*	*	*
TOTAL FTE Costs	*	*	*	*	*	*	*	*	*
TOTAL (not including FTE costs):	*	*	*	*	*	*	*	*	*
TOTAL (including FTE costs):	*	*	*	*	*	*	*	*	*
Number of FTE represented by	*	*	*	*	*	*	*	*	*

Table I.B.1: Summary of Funding
(In millions of dollars)

(Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)

	PY-1 and earlier	PY 2010	CY 2011 (CY Continuing Resolution)	BY 2012	BY+1 2013	BY+2 2014	BY+3 2015	BY+4 and beyond	Total
Costs:									

2. Insert the number of years covered in the column “PY-1 and earlier”: 2

3. Insert the number of years covered in the column “BY+4 and beyond”: *

4. If the summary of funding has changed from the FY 2011 President’s Budget request, briefly explain those changes:

*

Section C: Acquisition/Contract Strategy (All Capital Assets)

1.

Table I.C.1 Contracts Table

Contract Status	Contracting Agency ID	Procurement Instrument Identifier (PIID)	Indefinite Delivery Vehicle (IDV) Reference ID	Solicitation ID	Alternative financing	EVM Required	Ultimate Contract Value (M)	Type of Contract/Task Order (Pricing)	Is the contract a Performance Based Service Acquisition (PBSA)?	Effective date	Actual or expected End Date of Contract/Task Order	Extent Competed	Short description of acquisition
Awarded		Networkx_Service_Contract		SSA-RFBOA P-CARE2020-2009	*	*	\$0.6	Order Dependent (IDV only)	Y	2010-09-30	2017-03-27	Full and Open Competition	Service contract replacing 2 expiring contracts which will continue to provide the public with agent and automation service through SSA's National Toll Free number.

2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why:

*

3.

- Has an Acquisition Plan been developed? If yes, please answer the questions that follow *
- Does the Acquisition Plan reflect the requirements of FAR Subpart 7.1 *
- Was the Acquisition Plan approved in accordance with agency requirements *
- If "yes," enter the date of approval? *
- Is the acquisition plan consistent with your agency Strategic Sustainability Performance Plan? *

f. Does the acquisition plan meet the requirements of EOs 13423 and 13514? *

g. If an Acquisition Plan has not been developed, provide a brief explanation.

*

Part II: IT Capital Investments

Section A: General

1.
 - a. Confirm that the IT Program/Project manager has the following competencies: configuration management, data management, information management, information resources strategy and planning, information systems/network security, IT architecture, IT performance assessment, infrastructure design, systems integration, systems life cycle, technology awareness, and capital planning and investment control. *yes*
 - b. If not, confirm that the PM has a development plan to achieve competencies either by direct experience or education.
2. Describe the progress of evaluating cloud computing alternatives for service delivery to support this investment. This initiative involves the acquisition of infrastructure, software and platform as a service using a private cloud-based solution.
3. Provide the date of the most recent or planned Quality Assurance Plan 2010-08-30
4.
 - a. Provide the UPI of all other investments that have a significant dependency on the successful implementation of this investment.
 - b. If this investment is significantly dependent on the successful implementation of another investment(s), please provide the UPI(s).
5. An Alternatives Analysis must be conducted for all Major Investments with Planning and Acquisition (DME) activities and evaluate the costs and benefits of at least three alternatives and the status quo. The details of the analysis must be available to OMB upon request. Provide the date of the most recent or planned alternatives analysis for this investment. 2010-09-15
6. Risks must be actively managed throughout the lifecycle of the investment. The Risk Management Plan and risk register must be available to OMB upon request. Provide the date that the risk register was last updated. 2011-02-15

Section B: Cost and Schedule Performance

Table II.B.1. Comparison of Actual Work Completed and Actual Costs to Current Approved Baseline:

Description of Activity	DME or SS	Agency EA Transition Plan Milestone Identifier	Planned Cost (\$M)	Actual Cost (\$M)	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date	Planned Percent Complete	Actual Percent Complete
FY08 - Acquisition Planning - draft SOW, acquisition vehicle, deployment method, budget planning, cost benefit analysis, systems procurement request	DME	*	\$0.1	\$0.1	2007-10-01	2007-10-01	2008-06-30	2008-06-30	100.00%	100.00%
FY10 - CARE 2020 ITS	DME	*	\$0.1	\$0.1	2009-10-01	2009-10-01	2010-09-30	2010-09-30	100.00%	100.00%
FY10 - Management	DME	*	\$0.2	\$0.2	2009-10-01	2009-10-01	2010-09-30	2010-09-30	100.00%	100.00%
FY10 - non-DCS support	DME	*	\$0.0	\$0.0	2009-10-01	2009-10-01	2010-09-30	2010-09-30	100.00%	100.00%
CARE 2020 FY13	DME	*	*	*	2012-10-01	*	2013-09-30	*	*	*
CARE 2020 FY14	DME	*	*	*	2013-10-01	*	2014-09-30	*	*	*
CARE 2020 FY15	DME	*	*	*	2014-10-01	*	2015-09-30	*	*	*
CARE 2020 FY16	DME	*	*	*	2015-10-01	*	2016-09-30	*	*	*
FY08 - Requirements - internal requirements review, pre award integration, preparation for phase one	DME	*	\$0.0	\$0.0	2007-10-01	2007-10-01	2008-05-31	2008-05-31	100.00%	100.00%
CARE 2020 FY17	DME	*	*	*	2016-10-01	*	2017-09-30	*	*	*
CARE 2020 FY18	DME	*	*	*	2017-10-01	*	2018-09-30	*	*	*
CARE 2020 FY19	DME	*	*	*	2018-10-01	*	2019-09-30	*	*	*

Table II.B.1. Comparison of Actual Work Completed and Actual Costs to Current Approved Baseline:

Description of Activity	DME or SS	Agency EA Transition Plan Milestone Identifier	Planned Cost (\$M)	Actual Cost (\$M)	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date	Planned Percent Complete	Actual Percent Complete
FY08 - Acquisition activities GSA/DITM/OAG - SOW, GSA Networkx Universal Scope determination, concurrent SOW review final	DME	*	\$0.0	\$0.0	2007-10-01	2007-10-01	2008-07-31	2008-07-31	100.00%	100.00%
FY08 - Contracting activities - OAG review of RFP, issue RFP, source selection preparation	DME	*	\$0.0	\$0.0	2007-10-01	2007-10-01	2008-09-30	2008-09-30	100.00%	100.00%
FY09 - Contracting activities - offeror questions, review proposals, tech eval, cost eval, BAFO, prepare contract, CO signature	DME	*	\$0.3	\$0.3	2008-10-01	2008-10-01	2009-09-30	2009-09-30	100.00%	100.00%
FY09 - CARE 2020 ITS	DME	*	\$0.1	\$0.1	2008-10-01	2008-10-01	2009-09-30	2009-09-30	100.00%	100.00%
FY09 - Management	DME	*	\$0.1	\$0.1	2008-10-01	2008-10-01	2009-09-30	2009-09-30	100.00%	100.00%
FY09 - non-DCS support	DME	*	\$0.0	\$0.0	2008-10-01	2008-10-01	2009-09-30	2009-09-30	100.00%	100.00%
FY10 - Contracting Activities	DME	*	\$0.6	\$0.6	2009-10-01	2009-10-01	2010-09-30	2010-09-30	100.00%	100.00%
FY11 - Planning Resources	DME	*	\$0.0	\$0.1	2010-10-01	2010-10-01	2011-09-30		99.00%	99.00%
FY11 - Microtech	DME	*	\$0.3	\$0.2	2010-10-01	2010-10-01	2011-09-30		63.00%	63.00%

Table II.B.1. Comparison of Actual Work Completed and Actual Costs to Current Approved Baseline:

Description of Activity	DME or SS	Agency EA Transition Plan Milestone Identifier	Planned Cost (\$M)	Actual Cost (\$M)	Planned Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date	Planned Percent Complete	Actual Percent Complete
Contractor Support										
FY11 - MGMT O/H	DME	*	\$0.1	\$0.1	2010-10-01	2010-10-01	2011-09-30		66.67%	66.67%
FY11 - non-DCS Support	DME	*	\$0.2	\$0.1	2010-10-01	2010-10-01	2011-09-30		66.67%	66.67%
CARE 2020 FY12	DME	*	\$59.9	\$0.0	2011-10-01		2012-09-30		0.00%	0.00%
FY11 - Transition & Development Resources	DME	*	\$2.1	\$0.7	2010-10-01	2010-10-01	2011-09-30		36.79%	36.79%
FY11 - CTI Desktop Project	DME	*	\$2.2	\$0.2	2010-10-01	2010-10-01	2011-09-30		10.47%	10.47%
FY11 - Integrated Data Center (IDC)	DME	*	\$33.3	\$6.0	2010-10-01	2010-10-01	2011-09-30		19.44%	18.09%
FY11 - IVR Services	DME	*	\$2.2	\$0.1	2010-10-01	2010-10-01	2011-09-30		6.28%	5.93%
FY11 - MI Reporting Solution	DME	*	\$2.2	\$0.1	2010-10-01	2010-10-01	2011-09-30		7.21%	6.28%
FY11 - Quality Monitoring and Work	DME	*	\$2.5	\$0.4	2010-10-01	2010-10-01	2011-09-30		14.80%	14.80%
FY11 - TSC Deployments	DME	*	\$5.5	\$0.6	2010-10-01	2010-10-01	2011-09-30		10.27%	10.27%
FY11 - Unified Call Center Engineer	DME	*	\$1.1	\$0.1	2010-10-01	2010-10-01	2011-09-30		12.27%	12.27%

2. If the investment cost, schedule, or performance variances are not within 10 percent of the current baseline, provide a complete analysis of the reasons for the variances, the corrective actions to be taken, and the most likely estimate at completion.

3. For mixed lifecycle or operations and maintenance investments an Operational Analysis must be performed annually. Operational analysis may identify

the need to redesign or modify an asset by identifying previously undetected faults in design, construction, or installation/integration, highlighting whether actual operation and maintenance costs vary significantly from budgeted costs, or documenting that the asset is failing to meet program requirements. The details of the analysis must be available to OMB upon request. Insert the date of the most recent or planned operational analysis.

2011-02-17

4. Did the Operational analysis cover all 4 areas of analysis: Customer Results, Strategic and Business Results, Financial Performance, and Innovation?

yes

Section C: Financial Management Systems

Table II.C.1: Financial Management Systems			
System(s) Name	System acronym	Type of Financial System	BY Funding
*	*	*	*

Section D: Multi-Agency Collaboration Oversight (For Multi-Agency Collaborations only)

Table II.D.1. Customer Table:	
Customer Agency	Joint exhibit approval date
NONE	

Table II.D.2. Shared Service Providers		
Shared Service Provider (Agency)	Shared Service Asset Title	Shared Service Provider Exhibit 53 UPI (BY 2011)
*	*	*

Table II.D.3. For IT Investments, Partner Funding Strategies (\$millions):							
Partner Agency	Partner exhibit 53 UPI (BY 2012)	CY Monetary Contribution	CY “In-Kind” Contribution	CY Fee-for-Service	BY Monetary Contribution	BY “In-Kind” Contribution	BY Fee-for-Service
NONE							

Table II.D.4. Legacy Systems Being Replaced		
Name of the Legacy Investment of Systems	Current UPI	Date of the System Retirement
*	*	*

Section E: Performance Information

Table I.E.1a. Performance Metric Attributes

Measurement Area (For IT Assets)	Measurement Grouping (For IT Assets)	Measurement Indicator	Reporting Frequency	Unit of Measure	Performance Measure Direction	Baseline	Year Baseline Established for this measure (Origination Date)
Customer Results	Service Availability	Achieve the target busy rate for National 800 Number calls	annual	Percent	Decrease	FY2009 Actual - 8%	2010-03-15
			Fiscal Year	Target	Actual Results	Target "Met" or "Not Met"	Last Updated
			2010	8%	5%	Met	2011-02-28
			2011	6%	FY2011 results will be available in FY2012	Not Due	2010-09-17
			2012	6%	FY2012 results will be available in FY2013	Not Due	2010-09-17
Customer Results	Response Time	Achieve the target speed in answering National 800 Number calls	annual	Seconds	Decrease	FY2009 Actual - 245	2010-03-15
			Fiscal Year	Target	Actual Results	Target "Met" or "Not Met"	Last Updated
			2010	269 seconds	203	Met	2011-02-28
			2011	267 seconds	FY2011 results will be available in FY2012	Not Due	2010-09-17
			2012	262 seconds	FY2012 results will be available in FY2013	Not Due	2010-09-17
Technology	Reliability	Maintain a high availability of Computer Telephony Integration (CTI) applications	annual	Percent	Increase	FY2009 Actual - 99.7%	2007-09-10

			Fiscal Year	Target	Actual Results	Target "Met" or "Not Met"	Last Updated
			2010	97%	99.89%	Met	2011-02-28
			2011	97%	FY2011 results will be available in FY2012	Not Due	2010-09-17
			2012	97%	FY2012 results will be available in FY2013	Not Due	2010-09-17
Customer Results	Customer Satisfaction	Percent of individuals who do business with SSA rating the overall services as "excellent," "very good," or "good"	annual	Percent	Increase	FY2009 Actual - 81%	2010-03-15
			Fiscal Year	Target	Actual Results	Target "Met" or "Not Met"	Last Updated
			2010	83.5%	78.2%	Not Met	2011-02-28
			2011	83.5%	FY2011 results will be available in FY2012	Not Due	2010-09-17
			2012	83.5%	FY2012 results will be available in FY2013	Not Due	2010-09-17
Mission and Business Results	System Maintenance	Percentage of successful reconnects for Scheduled Voice Callback (SVC) application	annual	Percent	Increase	FY2009 Actual - 95.6%	2007-09-10
			Fiscal Year	Target	Actual Results	Target "Met" or "Not Met"	Last Updated
			2010	95%	96.4%	Met	2011-02-28
			2011	95%	FY2011 results will be available in FY2012	Not Due	2010-09-17
			2012	95%	FY2012 results will be	Not Due	2010-09-17

available in FY2013

Processes and Activities	Efficiency	Stop the growth of caller abandons	annual	Percent	Decrease	FY2009 Actual - 22.2%	2009-09-18
			Fiscal Year	Target	Actual Results	Target "Met" or "Not Met"	Last Updated
			2010	20.8%	21.6%	Not Met	2011-02-28
			2011	21.8%	FY2011 results will be available in FY2012	Not Due	2010-09-17
			2012	21.8%	FY2012 results will be available in FY2013	Not Due	2010-09-17

* - Indicates data is redacted.